



Task Force EXCEL is creating major cultural change by focusing Navy learning on fleet mission requirements through use of human performance measures - providing Sailors with the “tools and opportunities” to grow and develop, professionally, and personally, while improving mission accomplishment. The [Four Quadrant Human Performance System Model](#) is the underlying human performance process by which Task Force EXCEL and partners are redefining Navy policies, structures, and mechanisms.

MS PILOT UNDERWAY AT CULINARY INSTITUTE OF AMERICA

By JO2 Jd Walter

Task Force EXCEL Public Affairs

HYDE PARK, New York – As part of the Revolution in Training, the Fleet and Task Force EXCEL are sending 50 new recruits to the Culinary Institute of America (instead of the MS Class ‘A’ School at Lackland Air Force Base, Texas). Sailors participating in the intensive 12-week culinary course are the first to test the newly developed MS Continuum. The pilot involves both a foundation and a finishing culinary course. Foundation classes are slated to begin April 22 and July 15 at the institute’s Hyde Park, NY, campus.

To read the entire story, [click here](#), or visit the Task Force EXCEL web <http://www.excel.navy.mil/>



5VM: The 5 Vector Model (5VM) defines the perimeters around which Sailor’s personal and professional development is designed. For more information on the 5VM [click here](#). The 5 Vectors include Professional Development, Personal Development, Leadership, Qualifications & Certifications, and Performance.

Professional Development: Provides the roadmap showing jobs and competencies required for each career phase (incorporates accepted private industry standards and certifications). Current efforts include AG, BM, DC, EM, EN, GSM, GSE, HT, IC, IT, MA, MM, MR, MS, QM, SH, SM, STG. Very soon TFE will begin efforts in AD, AK, AS, AW, AZ, PN, SK, STS, and YN. Additional proposed rates include CT and MN.

IT: The IT Professional Enlisted Analysis Report which contains the Job Task Analysis, Gap Analysis, and Preliminary Situational Analysis was finished on 22 April. The analysis report is under review by the IT Professional community working group. Following completion of the review, the report will form the basis for Quadrant 2 analysis and development of potential solution sets.

MS: MS Foundation Course started 22 April at the Culinary Institute of America. The curriculum should equate to 12 credits for the Foundation School and 3 credits for the Finishing School. The HP Cell and the NAVSUP Food Management Team continue to develop metrics for this beta test.

STG: HP Cell members and Fleet/Schoolhouse Subject Matter Experts (SME) completed work on the Master Task List (with the exception of IUSS maintenance tasks which will be addressed later). This effort included identifying Jobs, Duties and Tasks associated with the STG rate.

Preparations are being made for the JTA Working Group meeting to be called by COMNAVSURFOR for the week of 13 May 02 in San Diego.

QM, SM, BM: A Professional Mariner Functional Area Analysis (QM, SM, BM) pre-scoping meeting was conducted on 25 April at the Naval Observatory. Scoping meeting is scheduled for 13 May.

Aviation Ratings: Pre-Scoping meeting was conducted on 26 April in Norfolk. A scoping meeting is tentatively scheduled for 10 May in Pensacola. Naval Aviation Task Template Development Workshop was held at NAS Oceana, 25-26 April 02. Follow on discussions will focus on how the Naval Aviation Maintenance Training Group (NAMTRAGRU) and NETPDTC can work together to provide a CMTL to TFE WGs for Aviation Maintenance Mission Area Analysis.

Personal Development: The NHRBOD agreed to continue with plans to develop a pilot intended to reduce the unplanned attrition associated with pregnancies. Developing the details of the pilot's curriculum and the implementation plan is in progress.

Leadership: *Focuses on the development of personnel to assume positions of leadership responsibility.* The Leadership team is solidifying the Enlisted and Officer Competency Models. Team members observed the Intermediate Officers' Course at the Surface Warfare Officer School (SWOS) this week to formulate conditions for the Team Dimensional Training (TDT) beta test to be conducted in June.

Mission/Function Area Analysis: *Requirements-based analysis of Navy missions and functions which analytically link resources to war-fighting capability. Correlates Force and unit level tasks, conditions, and standards to Sailor level knowledge, skills, and abilities. Current focus areas include ATW, C5I, Engineering, and Damage Control.*

C4: The HP Cell is developing an internal process to deal with Fleet Mission Area requirements analysis and solutions. Anticipate the initial template for C4 Fleet requirements to be completed by 26 April.

Damage Control: Information related to emerging and existing technology was consolidated and organized in preparation for the 29 April working group meetings. The Damage Control working group is also preparing Task Analysis worksheets for the functional areas of Firefighting, HAZMAT, and Command and Control for SME review/completion during the next workshop in San Diego. The remaining four areas of Damage Control will be completed during follow-on workshops. By completing the initial three functional areas of Damage Control the team will be able to accelerate some of the tasks through Quad-II while finishing the remainder of Quad-I requirement definition.

ATW: The Armed Sentry Course commenced in San Diego 15 April. Students of the course included ten sailors from USS PELILIEU. Civilian contractors also attended the course to gain familiarity with the curriculum. A review of existing AT/FP organizations and a new initiative for filling specific billet requirements were briefed to RADMs Ulrich, Steffens and Kelly.

ENG: The requirements developed by the two previous working groups were further defined. Additionally, validated requirements established by DON were combined with Standards of Training Certification and Watchkeeping for Seafarers (STCW) for inclusion in the Surface Engineer's Professional Development and Certifications/Qualifications vectors.

Applied Projects, Betas, and Short Term Deliverables:

Preventative Maintenance System (PMS) Tool: USS BOONE (FFG 28) was identified to beta test the PMS/DC tool. The team will be go onboard 1-2 May to survey the equipment and spaces that are to be filmed/photographed and begin the digitizing process. The FFG PMS/DC Tool will use technology developed for VISIT (Virtual Interactive Shipboard Instructional Tour) to create a Virtual Tour of a FFG. The tour will include links to 12 systems, which would benefit greatly by having a Preventative Maintenance System (PMS) Job Performance Aid. It will also include links to 4 major Damage Control components (DC Central, DC Repair Locker, AFFF Station, and Main Drainage Eductor).

HP Career Path: The Human Performance Consultant Career Planning Design Team executed a scoping meeting on 17 April. The team identified the job, duties, tasks, and skills for a Performance Consultant. The next steps will be to create Performance Consultant levels and prioritize required skills. A consulting seminar is planned for early to mid June. Team members will be attending the International Society for Performance Improvement (ISPI) in Dallas to gather information to be used in defining a Performance Consultant.

Additional Cell Reports:

This section allows TFE Cells to report on matters not covered in the above listed categories. Significant portions of individual cell inputs are spread across the spectrum of TFE efforts listed above, this section allows for input of other items which may be of interest.

HP: Attendance at the HP Seminars has been encouraging with 104 attendees in San Diego and 85 in Norfolk. The third seminar will commence in Washington DC next week. POC for the DC Seminar is LCDR Nordholm, 202-685-6181. The seminar will be tailored to meet the audience's needs. Schedule for subsequent seminars is:

29 May	Pensacola
30 May	New Orleans
12 Jun	Newport
26 Jun	Great Lakes

LANT:

TFE Weekly Sitrep Input, Atlantic Implementation Cell 24 April 2002

TFE briefs

- CDR Bobola to present TFE briefings in Mayport, Florida 26 April.
- EMCM Ferron will brief the Navy's Senior JAG Officer and incoming Flag JAG 25 April.

GWBG C4I TRNG TO 90%:

15 April Status: GWBG=87%, HSTBG=66%, TRBG=61%, HSTBG=46%.

Professional Mariner:

Conducting pre-scoping conference in Washington, DC on 25 April. POA&M will be developed for follow-on Scoping meeting, Working Groups and ESG out brief. Stakeholder POCs will be confirmed.

MS Pilot:

MS Foundation Course started 22 April at the Culinary Institute of American. SMCM McGrath attended opening days.

AT/FP Center:

Institute organization was briefed by Col Cahill to RADMs Ulrich, Steffens and Kelly. Will review existing organizations to develop plan for filling specific billet requirements.

Armed Sentry Course:

Course is being taught in San Diego 15-26 April to the contractors that will be instructors and to ten Sailors from the USS Pelileu.

Cell Head Comments:

PAC:

5VM

- *CWO4 Don Gussler attended the OASIS IPT meeting in Orlando. OASIS (On-the-job Aid for Sailor-to-sailor Instruction and Support) is a R&D effort by NAWCTSD to expand Mentoring, Coaching, Knowledge, OJT and transfer of Task/Mission related experiences. SWOS and Air Traffic Controllers have been selected for the R&D prototype. The OASIS mentoring concepts are closely related to the WEBPORT mentoring layout and the Navy Mentoring program hosted by PERS 00J.*

MISSION AREA ANALYSIS

- Non-Nuclear Engineering Mission Area Analysis. Chief Hofbauer is in Norfolk participating in this working group.
- ASW Major Training Command Experiment. CWO4 Gussler reviewed this project and forwarded analysis and recommendations to RADM Ulrich via Capt Watt.
- DC Mission Analysis. Jerry Cole and the HP Cell are coordinating a “Damage Control Emerging & Existing Technology” working group via VTC on the 19th of April. This VTC will get all on the same sheet of music for the Requirements Working Group meeting from the 30th of April to the 2nd of May.

APPLIED PROJECTS AND BETAS

- Regional Training Authority. Capt Watt contacted LTA’s in PACNORWEST and Pearl Harbor and opened discussions on creating the Pacific RTA. Major pillars are Centralized Quota Control, Port Trainer, Training Officer Toolbox, and Homeport Training.
- FASW Major Command Training Experiment: Validation Working Group Meeting in progress. MTL has been completed and preliminary work has commenced on the JTA.

INDIVIDUAL CELL REPORTS

- Coordinating TFE participation in the Surface Navy Association Symposium (30 MAY). Joe Villalonga (HP cell) is sponsoring a Science and Technology booth and may provide a virtual firefighting trainer display. LCDR Kirchner (PAO DC Cell) is actively supporting our participation by advising and making recommendations for the Sailor Continuum booth.
- Surface Navy Association Symposium 30 May in San Diego. There are four major TFE efforts in conjunction with this event:
 - RADM TFE Presentation
 - Sailor Continuum Booth—LCDR Kirchner (DC Cell) is producing a tri-fold table-top display along with banners, posters, and handouts.
 - Science and Technology Booth—Joe Villalonga (HP Cell) and Pat Wong are producing a booth that highlights the HPSM & Science of Learning along with compelling examples of state-of-the-art learning technology.
 - Virtual Firefighter Trainer—Dr. John Ebersole (COI in New Hampshire) will be flying this trainer and personnel out to display.
- Manpower: Welcome aboard to Jerry Cole from CNET and IT3 Savoie from TPU San Diego. Dr Dan Dull, Cheri Miller, Rick Hartley, and Roland Perez have returned to their jobs in Pensacola, but will still assist as needed..
- HP “RED TEAM” Workshop: Capt Watt is attending in Washington, DC

Washington DC:

Task Force EXCEL leadership met during the week of 15 April to develop the fundamentals of the Human Performance organization. Minutes from the meeting are attached.

Meeting Minutes

Date: 17-18 April 2002

Time: 0800-1630

Location: Center for Navy Analysis (CNA), Alexandria, VA

These minutes contain key discussion points, decisions and subsequent action items from Day 1&2 of the TF Excel Red Team Meeting to discuss functions, roles, responsibilities and structures of a new overarching Navy Training and education architecture. This was the second in a series of workshops tasked to define the functions and structures for the Centers, Human Performance (HP) Centers (HPC), and XXX/YYY Commands, respectively.

Attendees: See Appendix A (attached)

Key Discussion Points

Conference Kickoff/Proposed T&E Architecture (CAPT M. Peters). CAPT Peters provided an overview of the overall TF Excel concept and proposed structure. Key discussion points from the audience follow:

- *The purpose of the TF Excel Red Team Meeting was an organizational design workshop focused on the Human Performance Center (HPC). The goals of the workshop were to:*
 - Define the functions of the HPC
 - Determine accountability and ownership
 - Determine the HPC structure

- Identify avenues to reduce redundancy and drive efficiency
- Identify incentives
- *TF Excel has entered a transition phase. The notional structure for the Centers has been approved by the CNO.*
- *Key design points for the HPC as well as all structures:*
 - Sailor centric
 - Responsive to the Fleet
 - Maximize efficiency and eliminate redundancy
- *The HPC can provide opportunities as well as solve problems. The structure/procedures of the HPC must support this key benefit.*
- *The Center structure employs a “front-back” design. It is both responsive to customers (horizontal interface to the fleet) and supports the application of Human Performance Systems Model (HPSM) to learning competencies (vertical alignment to HPSM).*

HPC Overview and Functions (Dr. Jan Cannon-Bowers). Dr. Cannon-Bowers presented a straw man structure and competencies for the HPC (See PowerPoint Brief entitled HPC Brief 17 Apr Rev2). Key discussion points from the audience follow:

- The HPC:
 - Maintains Quadrant-based organization
 - Realizes efficiencies in development
 - Must be directly linked to procurement function
- *Performance Consultants are the most crucial issue to the success of the HPC. The biggest challenge may be locating and transition performance consultants into the Centers and HPC as they stand up.*
- *The HPC must disseminate proactively and evangelize HPSM and the science of learning to all accession and leadership training (USNA, OCS, NROTC, PCO, PXO, Instructor Training, etc.).*
- *The HPC must engrain HPSM and the science of learning throughout the Navy.*
- *The CNO has asked that the design of the HPC/Centers does not result in 14 stovepipes for development, but incorporates a mechanism to integrate development across Centers.*
- *The HPC should have the ability to recommend make/buy decisions to the XXX command. The HPC should also support a marketing function of innovative solutions to emerging requirements*
- *When considering the role of the HPC in acquisition, two aspects must be addressed: the fielding of major systems with the appropriate learning resources and tools; and the procurement from system tasking to develop and design learning resources and tools. A tight coupling of the HPC and acquisition is necessary.*

HPC Functions (Group Discussion). *Steve Smith facilitated a group discussion to define the functions of the HPC. The functions are listed below.*

Functions of HPC (Hub and Detachments)
<p>Overarching: Apply HPSM to meet CFFC approved Fleet/Acquisition requirements</p> <p>Q1: Assist Fleet in defining human performance requirements •Support development of Navy Mission Essential Task List •Perform Job Task Analysis •Produce MTL/JTA documentation as need for Navy jobs (?) •Translate Readiness indicators into Human Performance Requirements •Assist fleet to refine unit MOEs/MOPs Develop individual MOEs/MOPs</p> <p>Q2: Translate requirements (Q1) into KSAs (knowledge, skill, abilities) to support the JTA Analyze and diagnose performance problems/opportunities Perform gap analysis Apply science of learning and human performance considerations to JTA requirements Develop methodology for selecting interventions to satisfy requirements (individual/unit) Develop and recommend near and long-term human performance solutions Assess the cost effectiveness (e.g., return on investment) of performance and learning solutions Leverage solutions from other Government, academia and industry Provide performance support and learning objectives</p> <p>Q3: Assure that tools, curricula, training are developed/aligned with the approved solution Participate in product development Assist with implementation of HP solutions</p> <p>Q4: Measure and analyze effectiveness of performance solutions (tools and training) Assess metrics Collect data for metrics analysis Define measurement approach Determine if performance standards were met Monitor fleet readiness (e.g. SORTS,CASREPS, AMRR) Assist Training Director to evaluate instructor's performance</p>

Acquisition:

Evaluate human performance compliance in acquisition
 Participate with the acquisition community to ensure that human performance requirements are considered early in system development
 Provide support to development function

Advisor:

Provide advice to Navy staffs on human performance issues (on-site representation where appropriate, e.g, CFFC, CINCPAC, CINCLANT, LEAD TYCOMS, FLEETS, NAVEUR, N00T, OPTEVFOR)

R&D:

Provide oversight & coordination to R&D efforts
 Assist transition of research and development innovations
 Provide inputs to R&D plans
 Assess R&D initiatives

Knowledge Management:

Maintain database of solutions to include costs (including programs of record)

Performance Consultants:

Develop Navy Performance Consultants
 Develop a career path for Performance Consultants
 Provide curriculum for Performance Consultants education
 Provide tools for Performance Consultants
 Establish and maintain certification program for Performance Consultants

Policies/Plans:

Recommend policies, standards, and procedures for applying Human Performance System Model
 Review Navy Strategic Learning Plans

A spreadsheet containing this list of functions as well as a straw man of Center and Hub assignments is provided as a separate file

The Red Team also recommended that assignment of resources take into account the centralization (Hub)/decentralization (Center) of key functions as shown below:

Centralized/Hub:

Q1-Q4
 Performance Consultant development
 Knowledge management/Cybrarian
 HP process quality control
 HP policy
 R&D (6.1-6.3, 6.4)
 “Big” acquisition (ACAT I-IV)
 Resource management (Billets)
 Budget management

Decentralized/Center:

Q1-Q4

 R&D (6.4)
 “Little” acquisition (\$ Threshold)

Engrain HPSM and science of learning
Lead interface with industry/academia
Configuration control of HP technology/IT

Interface with industry/academia

HPC Structure (Group Discussion). Steve Smith facilitated a group discussion on the structure of the HPC (Hub and Detachements). The recommended structure is shown below.

- Key components and competencies are as follows:

Project Coordinators:

- Interfaces with customers, sponsors, management chain
- Accepts and manages tasks

HP Consultants:

- Applies HPSM to develop solutions that meet CFFC requirements
- Performs Performance Consultant Functions (Q1, Q2, Q3, Q4, Acquisition Support and Staff Advisor)
- Defines analysis standards and procedures for policy functions

R&D:

- Performs R&D functions
- Defines system standards for policy functions

Knowledge Management:

- Performs solution repository functions

HP Career Management:

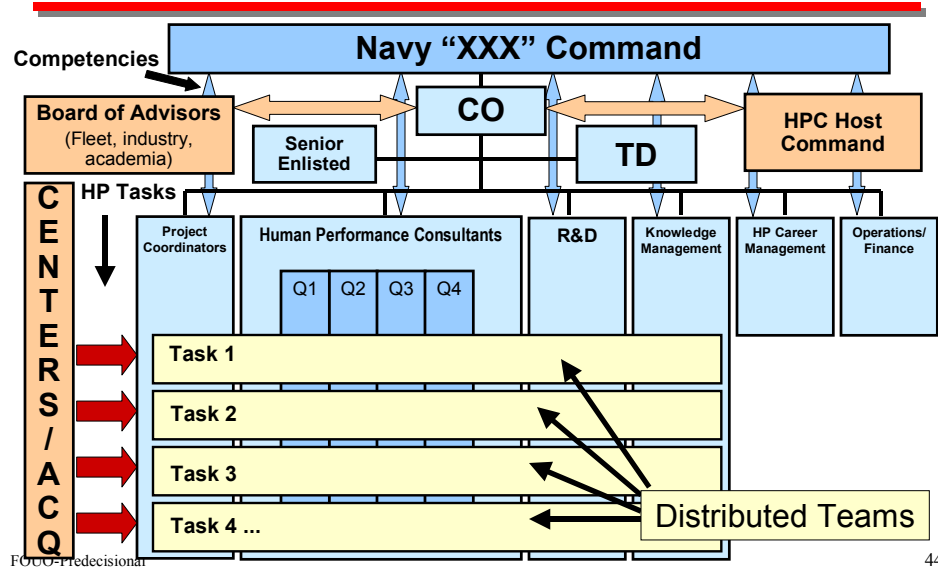
- Performs Performance Consultant Development functions

Operations/Finance:

- Performs Comptroller/Business Financial Manager functions
- Provides facility related functions (e.g. security, information technology, utilities, maintenance) not provided by host command
- Provides common support functions (e.g. administrative support, human resources office, mail room) not provided by host command



Proposed HPO Hub Structure



- Several constructs for aligning the project coordinators were suggested: fundamental knowledge areas, platforms, 'A' school groups.
- A blended approach may be required to support the proper tasking/task organizing of HPC resources at both Hub and Centers:
 - The alignment of project coordinators to support various Centers, knowledge areas, platforms, etc.
 - A lead-follow relationship at the Centers based on competency in core knowledge areas.
 - Definition of processes and polices which support task flow and decision making.
- The Knowledge Management competency needs to support the performance consultants and serve as a database/ "cybrarian" of solutions. It also serves an educational function.
- The Hub will provide support to other Flag Officer Commands, i.e., Navy War College, NPS, CNATRA, etc. The support may range from a representative to a detachment, much like the Centers.
- The Hub may need to address officer-based issues not covered by the Centers (i.e., Aviation).
- An HP organization structure may be required at a higher level of command to influence HP considerations and recommendations with respect to acquisition, R&D, and the overall adoption of solutions - especially blended solutions that require resource sponsor alignment and concerted action.
- The HP Systems Manager/Site Leader will be ADCON to the Hub and OPCON to the Center. This permits the benefits of a competency-aligned organization and reserves the ability to rotate personnel in the billet as appropriate. The accountability for product delivery belongs to the CO of the Center.

USCG Feedback to USN “Read Team” (LCDR Erin Brogan/CDR Folsom). See Appendix B.

Human Performance Consultants (Dr. Jan Cannon-Bowers). Dr. Cannon-Bowers presented an out brief of her panel group to assess and recommend a strategy for building the human performance consultant resources necessary to populate the HPC. Key discussion points follow:

- Current Resource Considerations:
 - Active Reserve Navy—Officer and selected Senior Enlisted
 - Contractor Personnel—Experienced HP Professionals
 - Civil Service Civilian—GS-1750 Instructional Systems Specialist
 - We have 3079—of which 350 are 1750 Series. The others are Counselors, Training Specialist, etc.
- There needs to be incentives for doing this work.
- Training Proposal---Initial and Follow on:
 - Two-week courses
 - Award of HP certificate by ASTD/ISSP
 - Follow on 18 months to 3 years with Certification
 - Long-range----The IBM educational training structure is complex with a multitude of flavors, core competencies
- Cost:
 - FY02-100 billets @321K
 - FY03-400 billets @1.1M
 - FY04-1000 billets @2.8M
 - FY05/09-2000 billets per year @3M/year
- The need is for some of the following:
 - Performance Consultants—Masters Degree
 - Analyst
 - JTA Experts
 - Instructional Specialist-OD/Mgt
 - System Designers—Human Support
 - Personnel
 - Psychometrics
 - Organizational Psychologists

Job Series
1750
180
343
AEPs
RP's

- People could be found at:
 - TSD
 - NAVMAC
 - NETPDTC
 - SYSCOM Labs
 - CNET School houses
 - Military (1200/RP/AEPs/NC/Reserves)
 - AEPs/RPs
 - CNET Staff
 - Contractors

- Rough idea of the HP manpower requirement (does not include all manpower necessary to staff HPC competencies):

CENTERS

Leader	1
Functional Manager	?
Q1-Q4	15
Leader	1
	224

HUB

R&D	70
Knowledge Management	6
Coordinators	10
Career Development	4
Q1-Q4	50
	140

OTHERS

FLEETS	3
LEAD TYCOM	3
NAVEUR	1
CINCS	9
CFFC	2
OPTEVFOR	30

Recommendations

The Red Team recommended the HPC functions and structure as noted above. Other recommendations follow:

- It was recommended by the group that the HPC have a military lead with a senior civilian deputy.
- The virtual vs. residential balance of HP Consultants will differ by Center.
- *The HPC structure should reflect the link to acquisition/R&D communities as appropriate. A tight coupling of the HPC and acquisition/R&D is recommended and requires further study.*
- A Reserve Liaison, supplied by the RESFOR should be attached to the HPC Structure. The Reserve Liaison will serve as the interface with HP Reserve Units.
- *Use the key design points for the HPC as the metrics to determine the need for each HCP function and overall benefit to the Navy:*
 - Sailor centric
 - Responsive to the Fleet
 - Maximize efficiency and eliminate redundancy
- All functions in Q1-Q4 in Centers (Detachment) will also be in the Hub.
- The exact construct/hierarchy for the Project Coordinator will need further definition using use-case analysis. The group decided that the framework may need to start simple and be allowed to evolve over time.
- The Technical Director could function as the XO for the Hub.

- An HP organization structure may be required at a higher level of command to influence HP considerations and recommendations with respect to acquisition, R&D, and the overall adoption of solutions - especially blended solutions that require resource sponsor alignment and concerted action.
- Other recommendations are listed at Appendix B (USCG Feedback).

Parking Lot Issues/Follow-Up Required

The following items were placed on the parking lot for further study by the Red Team and TF Excel:

- *Should the military leadership for the HPC be a flag officer? It was recommended by the group that the HPC have a military lead with a senior civilian deputy.*
- *What should be the location and resource requirement for the 24/7 help desk?*
- *What function should the HPC have in performing R&D/acquisition?*
- *What “staffing” support is necessary for NMETL?*
- *Who is the database keeper for JTA’s*
- *Who should track changes to civilian certifications – Hub or Detachment? Is it a Q1 responsibility?*
- *What are the Q1 activities related to systems acquisition?*
- *What oversight or control must be resident at XXX/YYY command to ensure engagement of HPSM by acquisition community?*
- *What oversight or control must be resident at XXX/YYY command to ensure engagement of HPSM by R&D community?*
- *What is the HP role in evaluating R&D? Is the adequately represented in the approved structure?*
- *What is the mechanism to push new solutions out to resource sponsors?*
- *What are the criteria for referring Fleet or high impact HP issues to the YYY vs. the Hub?*
- *Should the training director have a complement at the Hub?*
- *Who should have responsibility to maintain instructor courses/curriculum?*
- *Should the host command provide finance/operations/etc. competencies for the Hub vs. placing these competencies at the Hub? To what degree?*
- *To what degree should the YYY command provide oversight of the Performance Consultant career management function of the Hub?*
- *What is the makeup and frequency for the Board of Advisors for the HPC?*
- *Who should maintain strategic/master plans? Is there a new for a doctrine command?*
- *Who should establish instructor selection standards?*

Wrap-up/Next Steps

The Red-team conducted a wrap-up session with RADM Ulrich and identified the following as next steps:

- Need a criteria based analysis to support location assignments. The criteria should be different for the HPC and the Centers.
- Continue to investigate constructs to ensure the HPC, Center and commands address cross-center/cross-functional issues. The IMAT is an example the CNO has raised to illustrate the importance of driving cross-functional/cross-platform integration.
- Need to quickly identify the HP System Managers for the first several Centers to be implemented.
- Need to scrub all available sources of HP practitioners (civilian, military, contractor) to plan filling Hub and Center positions as they stand-up.
- A use case analysis is needed to demonstrate how the HPC can advocate a Q3 initiated HP solution (i.e. virtual reality) that has the potential to span multiple application areas.
- Need to identify options to support the proper tasking/task organizing of HPC resources (both Hub and Centers). *Use cases will be used to support decision criteria.* Some combination of the following may be required:
 - The alignment of project coordinators to support various Centers, knowledge areas, platforms, etc.
 - A lead-follow relationship at the Centers based on competency in core knowledge areas.
 - Definition of processes and polices which support task flow and decision-making.

APPENDIX A- Attendees

Name	Organization	Phone	EMAIL
Lentz, Annette	NETPDTC	850-452-1001 x 1620	Annette.lentz@cnet.navy.mil
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APPENDIX B- USCG Feedback to USN “Read Team” Workshop 17-18 April 2002

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Hub & Detachment Functions:

*Recommend reviewing the functions identified for both the Human Performance Center (Hub) and the Detachments. Several of the functions listed had a “training” focus. However, training is only one of many factors that influence performance (see figure 1 below). Training is the most commonly relied upon solution in business and industry; unfortunately training only solves approximately 17% of identified performance problems. It is critical to think of problems as PERFORMANCE problems rather than TRAINING problems. Many different factors can positively or negatively affect performance. What we are focused on doing is **breaking** the paradigm that **Training = Performance**. Training is not the universal antidote to performance problems.*

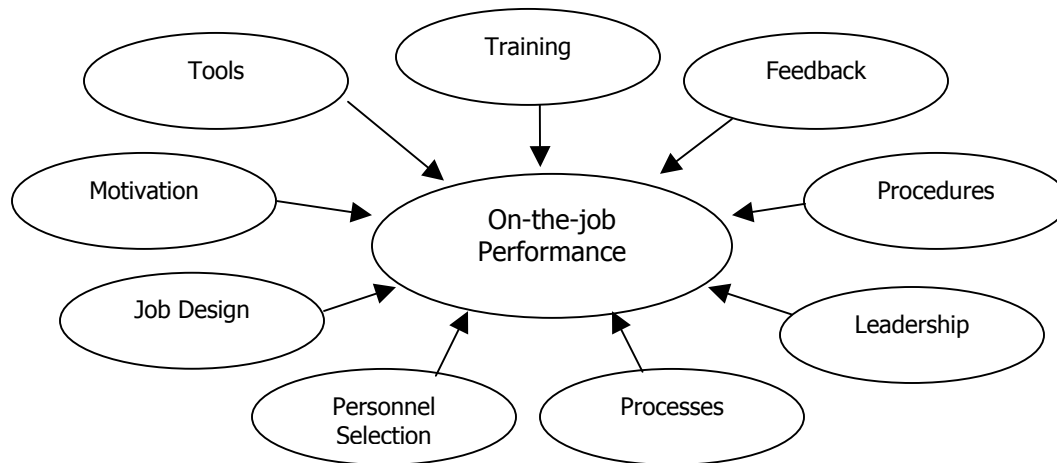


Figure 1. Some of the many influences on Performance

Coast Guard Human Performance Technology (HPT) Process (Our Hub & Detachments)

The Office of Workforce Performance, Training & Development (G-WTT) at Coast Guard Headquarters in Washington, DC is responsible for determining and implementing organizational HPT policy and program management. In addition, G-WTT is responsible for assisting Program Managers with identifying problems (and opportunities) while prioritizing new requests for analysis. Prioritizing analyses is necessary so that the training and performance system can annually plan and schedule limited performance and training resources. Some of the criteria used to prioritize analysis requests include:

- *Safety; potential injury or loss of life*
- *Potential organizational impact (missions and/or workforce)*
- *Criticality of the performance problem*
- *Staff and resource availability*

- *Funding availability*

G-WTT then uses a cross-programmatic Training Advisory Council to validate the prioritized analyses (see figure 2). The council is made up of voting representatives from the 4 Directorates (Operations, Marine Safety, Systems, & Human Resources) and the Chief of Staff's office. The next step is to assign the analysis to the appropriate unit for completion. Several commands (detachments) in the Coast Guard Training System have the expertise to complete HPT analysis. There are 4 major areas of HPT analysis (listed below) conducted in the Coast Guard. The organizational impact of the analysis helps to determine which detachment will conduct the analysis. In addition, the expertise of the performance consultants, available resources, and Center of Excellence relationship help in determining which command will conduct the analysis. G-WTT works directly with the various detachments to assign analysis work.

1. Organization wide: A level of analysis, commonly known as Performance Analysis or Needs Assessment that is called for in projects with multiple program involvement and wider organizational impact. This type of HPT analysis is more cross-functional and requires a more systemic approach along with a greater degree of experience and resources.
2. Job Specific: This level of analysis, commonly known as a Front-End Analysis (FEA), is limited to a specific individual job, specialty, activity, or equipment and is geared toward individual performance. The Coast Guard uses Phase 1 of Dr. Joe Harless' ABCD process, which is a structured approach recommended for conducting FEAs. If using the Harless FEA methodology for a group or unit with varied jobs, it will likely be necessary to complete a series of FEAs, one for each of the individual jobs.
3. Equipment Specific: See # 2 above.
4. New Technologies: Analysis that involves an effort to leverage technology to improve performance at all levels of the Coast Guard.

Both G-WTT and the Performance Technology Center in Yorktown, VA have carried out Hub functions that were identified in the workshop for the USN Human Performance Center Hub. The Coast Guard is chartering a study to move toward centralizing Hub-type functions at a new command, the Performance Training Support Command.

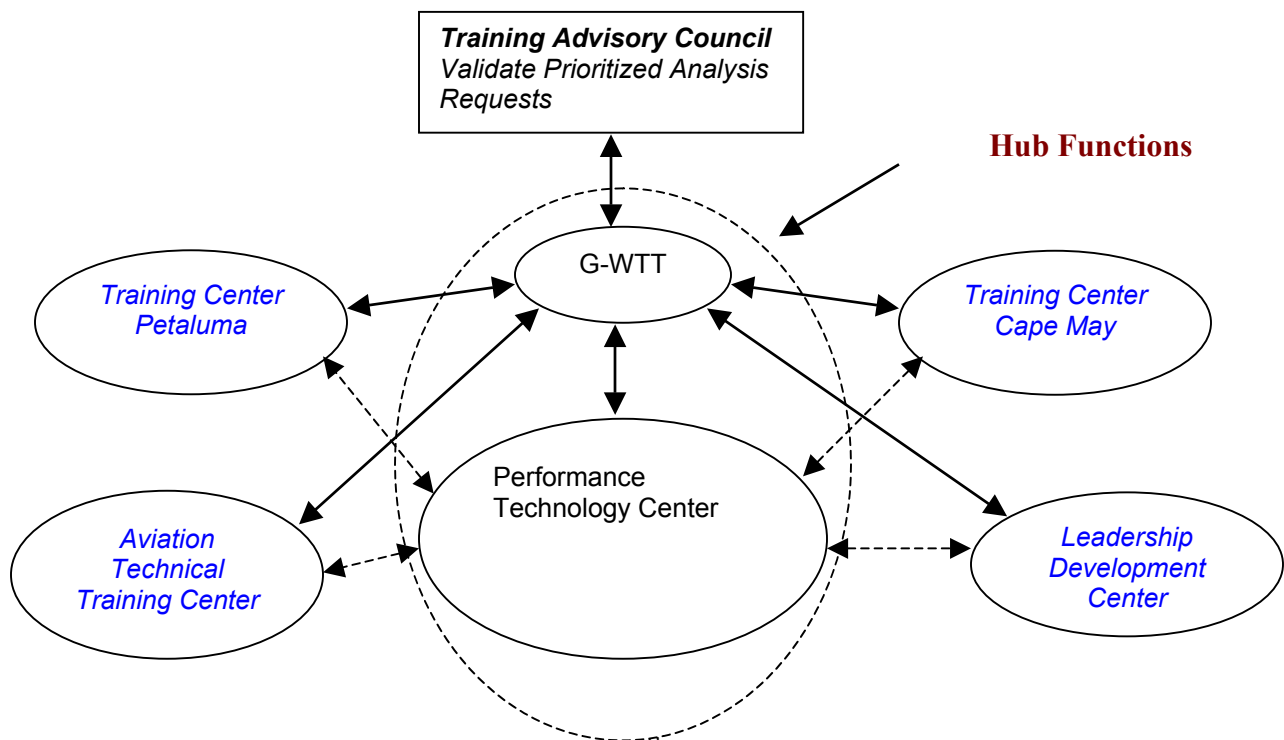


Figure 2. Coast Guard Human Performance “Hub & Detachments”
Competency List for Human Performance Consultants

Job Task Analysis is one of the identified competencies. A JTA focuses on the tactical level functions and tasks for a specific job, which helps to identify the skills and knowledge required for that job. Again, this is a “training” focus. We believe Performance Analysis, Front End Analysis and Needs Assessment are among the most significant competencies of a Human Performance organization and should be added to the list of competencies. Although many in academia, industry, and even in the Coast Guard will argue as to the exact definitions of these types of analyses or when and how to use them, I think all will agree that their focus is more appropriately on the broader issue of performance.

Partnering Possibilities

Certainly one challenge is the need to identify human performance consultants and get them to a minimum level of competence quickly. Presumably, getting the consultants to the minimum level of competence will involve some training. However, developing expertise can only come through practical application of knowledge and skills learned during training. One possibility of allowing the new performance consultants to apply recently acquired knowledge & skills “on the job” might be to have them intern with the analysts at the Coast Guard Performance Technology Center in Yorktown, VA. They can join (observe, assist) skilled Coast Guard human performance practitioners conducting analysis work on real performance problems or opportunities.

Front End Analysis Training

The knowledge & skills required by the human performance consultant job will be clearer when IBM completes the JTA for the job. It is likely that FEA training will provide a more complete set of the required knowledge and skills for the performance consultant job **because the FEA process enables the identification of all the influences on performance and not just those related to training.** Phase 1 of Dr. Joe Harless’ ABCD process, FEA training, includes 18 job aids that a consultant can use on an analysis project. The training is offered commercially for approximately \$1500.00 per student (not including travel & per diem). The Coast Guard offers the course on an as needed basis using our own instructors who have been certified through “train the trainer” training. When trained using Coast Guard instructors, the student costs are reduced substantially; approximately \$300 for materials, (not including travel & per diem).

One option might be for you to send some of your more experienced people that you have identified as human performance consultants to get certified as a FEA trainer and then have them begin setting up your own FEA training program. Or, you might have the commercial instructors come to a USN training site to teach a large group of consultants, if getting the HPC and the detachments up and running, staffed with performance consultants is a priority.

In addition, the FEA training is only the first course in a series of 3 courses, the other two being design and development. These last two courses involve designing & developing knowledge and skill solutions,

for example training curriculum, job aids, etc. The Coast Guard has used all 3 courses for our analysts, designers & developers for years.

Human Performance Center (Hub and detachment) Outputs

In discussing the structure and functions of the HPC, we didn't get an opportunity to discuss the outputs of the HPC (or detachments), except as implied by functional description. To get to the next steps of identifying "talent" required, we believe that these outputs need to be clearly identified. As an example, the outputs could be:

- a. Recommended solutions
- b. Developed interventions
- c. Improved workforce performance

The point is that staffing and expertise will change depending upon which of the above outputs are identified.

RADM Ulrich briefed the Naval Aviation Training Strategic Advisory Group (NATSAG) on Task Force EXCEL.

Task Force Excel Leadership met to develop proposals for the makeup of the "XXX" and "YYY" commands.

CAPT Barnett and SMCM McGrath (LANT Cell) visited the Navy's future culinarians at Hyde Park during their indoctrination for the MS Beta test.